



**Project Management Career Development
Program (PMCDP) Business Line**

FISCAL YEAR 2004 – 2009 PLAN

March 23, 2005

INTRODUCTION

Project Management is a critical activity within the U.S. Department of Energy (DOE). Improving DOE's project management capabilities and project performance is one of the primary purposes for the design and implementation of the Project Management Career Development Program (PMCDP). The PMCDP Business Line, which is housed in the Office of Engineering and Construction Management (OECM), supports this endeavor by providing developmental activities for staff that direct or manage projects. Many projects that DOE manages represent the forefront of scientific and engineering advancements and capabilities. Included among them are project portfolios which range from nuclear technology and security, energy research and development in diverse areas, scientific research and development, and environmental management. While project management in DOE encompasses a wide range of DOE's corporate capability, some of the most complex and visible projects in DOE are its Capital Asset Projects (CAPs) which are under the direction of federal project directors. *Project Management for the Acquisition of Project Assets*, DOE M 413.3-1, describes these projects as those that,

“range from relatively simple vertical construction of a building to developing, designing, and implementing large, complex, one-of-a-kind systems made up of multiple subsystems that require the integration of multiple locations and systems into a unified whole. Projects also include developing and installing software systems, remediation and disposition of contaminated sites and facilities, and restoration or modernization of existing facilities and infrastructure. Most projects are characterized as a collected set of overlapping, interdependent activities.”

Correspondingly, DOE project directors require a wide range of knowledge, skills, and abilities to successfully direct Capital Asset Projects. The establishment of the PMCDP and its support through the PMCDP Business Line endeavors to facilitate sustained improvements in the full life cycle of projects by providing career and professional development for staff that are tasked with responsibilities of project oversight and accountability. Such staff members include DOE's federal project directors, members of Integrated Project Teams, and the acquisition workforce.

FY 2004 Achievements

- Completed certification of 36 Federal Project Directors who were certified by DOE/NNSA (43 were certified by October 7, 2004). Additional 54 Information Technology Federal Project Directors were certified by Office of the Chief Information Officer by the end of FY 2004
 - Conducted seven Certification Review Board meetings
 - Provided certification support services to the Certification Review Board
 - Provided certification support services to program and staff offices
-

- Conducted 44 PMCDP course sessions attended by approximately 617 participants
- Completed three prototype courses
- Executed design enhancements of PMCDP ESS system, which will implement an electronic corporate database of critical core competencies of DOE/NNSA federal project directors
- Completed a nationwide needs assessment of program customers across the DOE/NNSA complex
- Initiated customer surveys of participants in targeted courses
- Provided response to a high volume of customer inquiries and requests
- Continued complex-wide briefings of PMCDP to site and program offices across the DOE/NNSA complex, which began September 2002. In FY 2004, PMCDP conducted nine implementation briefings across the DOE/NNSA complex. (PMCDP conducted a total of 12 implementation briefings in FY 2003 and four in September 2002. A total of 25 implementation briefings were conducted between September 2002 and September 2004.)

BUSINESS LINE DESCRIPTION

The Project Management Career Development Program (PMCDP) encompasses a wide range of developmental, mentoring, training, and rotational activities, which lead to certification, based upon competencies commensurate with a specific performance level. This program is also designed to satisfy other requirements, such as Information Technology Project Management and Acquisition Development Program certifications, which are based on different thresholds and regulatory requirements.

The PMCDP currently offers 28 training courses, six developmental activities, and experiential components of varying complexity based on certification level. Additionally, PMCDP offers other products and services such as,

- Courseware research and development
 - Courseware prototype and delivery
 - Curriculum management
 - Project management research and development
 - Certification management
 - Evaluation
 - Market research and marketing
 - Knowledge management (including capabilities such as DOE standards and guidelines, technical papers, presentations, workshops, seminars, videos, and web-based applications, etc.)
 - Continuing education
-

BACKGROUND

The PMCDP module establishes the requirements, responsibilities, certification guidelines, and necessary training for DOE federal project directors (FPD). DOE G 361.1A *Project Management Career Development Program Certification and Equivalency Guidelines* (CEG) was issued to establish the Department competency requirements for all DOE federal project management personnel certified as DOE federal project directors in accordance with DOE Order 361.1A, Chapter IV. In regard to related DOE directives, on March 28, 2003, the Deputy Secretary directed implementation of DOE M 413.3-1, *Project Management for the Acquisition of Capital Assets*. A key change introduced in the manual is the change in title of federal “project manager” to federal “project director.” Appropriately, the development of the PMCDP supports the President’s Management Agenda in the area of Strategic Human Capital Management. Further, the Office of Management and Budget and the Office of Personnel Management have approved the PMCDP.

OVERVIEW OF THE PMCDP

Federal project directors are responsible for the planning, programming, budgeting, and acquisition of capital assets. The PMCDP identifies the knowledge, development, and certification of DOE federal project directors which corresponds to their level of responsibility. Moreover, federal project directors in DOE are expected to attain levels of certification that corresponds with the complexity of projects under their direction, which are usually defined by the Total Project Cost of the portfolio of projects which they direct.

Attainment of certification is not shouldered by federal project directors alone. In addition to responsibilities of the Office of Engineering and Construction Management, Program Secretarial Officers (PSOs) and Field Element Managers (FEMs) with accountability for Capital Asset Projects (CAPs) are responsible for ensuring their federal project directors are certified at an appropriate level before authority for managing a project is delegated. Additionally, the PMCDP in collaboration with PSOs and FEMs provides opportunities for developing a cadre of well qualified and highly trained staff that may subsequently attain certification to manage CAPs and take on the role of federal project directors at a future time.

Further, PMCDP provides developmental opportunities for staff that may have key rolls in project management other than serving as a federal project director. Such persons may have key responsibilities in Program Secretarial Offices/Staff Offices with responsibility for earned value management, contract management, financial management, health and safety management, environmental regulatory reporting, risk management, and value management, etc. To that end, PMCDP participants and customers of the PMCDP

Business line are expected to include federal project directors, members of Integrated Project Teams, project managers who do not have responsibility for CAPs, and other members of the acquisition workforce.

As noted, project management certification under the program is based upon a detailed set of knowledge, skills, and abilities (KSAs) that are necessary to effectively manage projects or groups of projects and are mapped to specific Total Project Cost (TPC) ranges. The requirements for knowledge and work/developmental activities are outlined in the certification standards contained in DOE Order 361.1A. The certification standard defines four performance levels that represent increasing project responsibility and complexity based on TPC in millions (M) of dollars.

- Level 1: Incumbents responsible for projects with TPC between \$5M and \$20M.
- Level 2: Incumbents responsible for projects with TPC between \$20M and \$100M.
- Level 3: Incumbents responsible for projects with TPC between \$100M and \$400M.
- Level 4: Incumbents responsible for projects with TPC exceeding \$400 M.

These four TPC-based responsibility levels correspond to the four decision authority thresholds identified in Attachment 3 of DOE O 413.3, *Program and Project Management for the Acquisition of Capital Assets*. The TPC is an aggregate dollar value of one or more projects under the project director's authority. At the discretion of FEMs, with PSOs and OECM concurrence, federal project director positions for projects with greater complexity, visibility, and/or importance may be designated for a higher certification level than the TPC ranges shown above, might otherwise justify. Therefore, PMCDP may also apply to projects with TPC less than \$5M. The table in the Attachment shows the certification requirements at each performance level. Additionally, to maintain certification at an achieved level, a certified federal project director must complete 60 hours of continuing education biennially.

PARTICIPANTS

Certification is required for current federal project directors that actively direct Capital Asset Projects. These persons are identified as "incumbent" federal project directors and are key customers of the PMCDP Business Line. Other persons who are not incumbent federal project directors, but who actively seek certification are identified as "candidate" federal project directors. Persons who do not aspire to become a certified federal project director but would like to enter the program are identified in PMCDP as "other" participants.

INCUMBENCY

As noted previously, the DOE PMCDP establishes guidelines for four certification levels corresponding to progressive levels of project responsibility, complexity, and visibility as well as progressive project management experience. There is no "grandfather" provision under this program, which means that certification will not be issued solely on a federal project director's prior incumbency. Incumbent federal project directors shall maintain their project management functions and authorities during a 24-month transition period, during which time they should seek and attain certification.

In an effort to define the training and experiential needs of the incumbent project director community, OECM conducted a gap analysis of project director and candidate profile data received from Program Secretarial Offices (PSO). The results of this data provided a baseline for course development and for identifying schedules and key locations for course delivery to appropriately reach PMCDP's customers.

CUSTOMER BASE

The PMCDP Business Line supports the PMCDP program in implementing an established curriculum, developmental, and experiential activities. Federal and candidate project directors can engage in activities commensurate with their project management experience and developmental aspirations. Although the goal of certification is not a requirement for participation in the PMCDP, the PMCDP offers a range of development activities that can specifically be geared to individual knowledge gap areas to help participants stay abreast of up to date knowledge and application in specific project management, professional, and technical areas as well as meet skill needs of DOE's program and staff offices. Accordingly, persons who are identified as "candidate" federal project directors and "other" participants, along with federal project directors, Program Secretarial Offices, and Staff Offices are key customers of the PMCDP Business Line.

CERTIFICATION OF PROJECT DIRECTORS

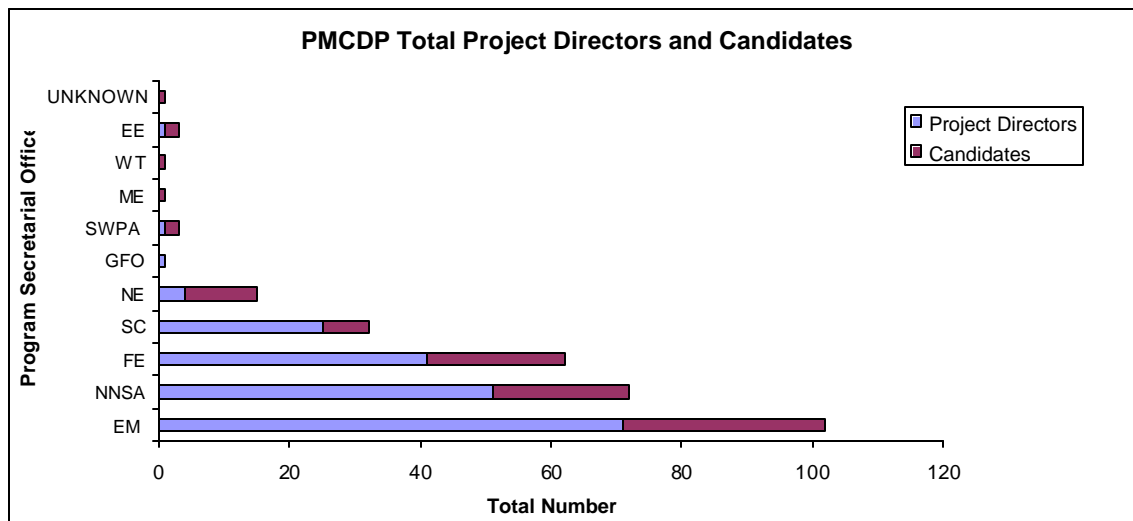
The PMCDP Business Line directly supports PMCDP Certification Review Board (CRB) reviews and meetings by preparing and coordinating review documentation for the Board as well as by providing an independent review of federal and candidate project director profile information. Collectively, the certification review ascertains that all required information has been provided, all competency areas have been adequately addressed, and a complete project history/work history is reflective of the project director's roles and responsibilities, as well as, project portfolio complexity. Key products of this service of the PMCDP Business Line are federal project director certification recommendations, which are subsequently issued by DOE and the National Nuclear Security Administration (NNSA).

PROJECT DIRECTOR COMMUNITY

By August 2004, 296 federal project directors, candidates and others identified themselves or were identified by their PSOs as requiring/requesting certification.

Chart 1-1 shows the number of federal project directors and candidates by PSO. There were four “Other” federal employees at the Idaho Operations Office.

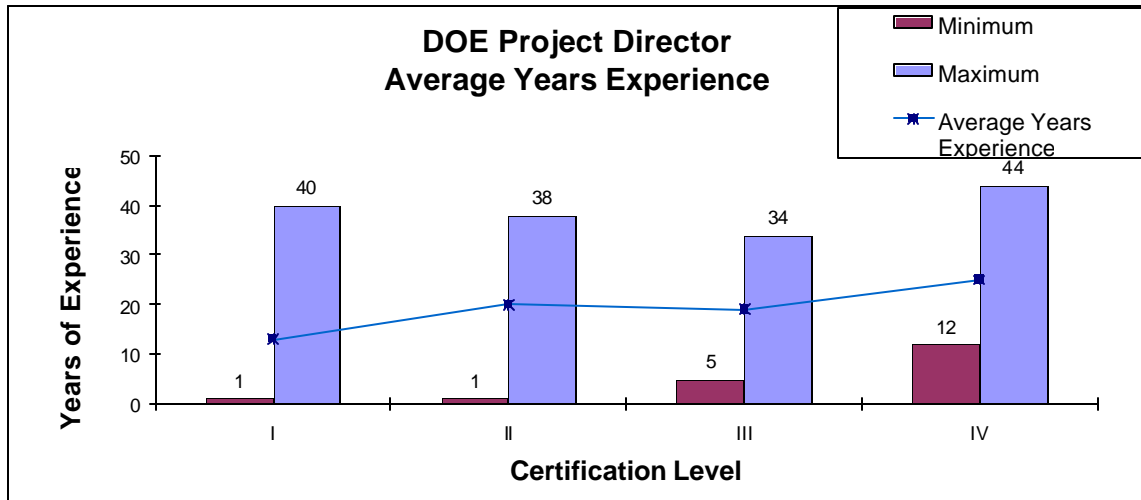
**Chart 1-1. Total Number of DOE Federal Project Directors and Candidates
2002 – 2004 Data**



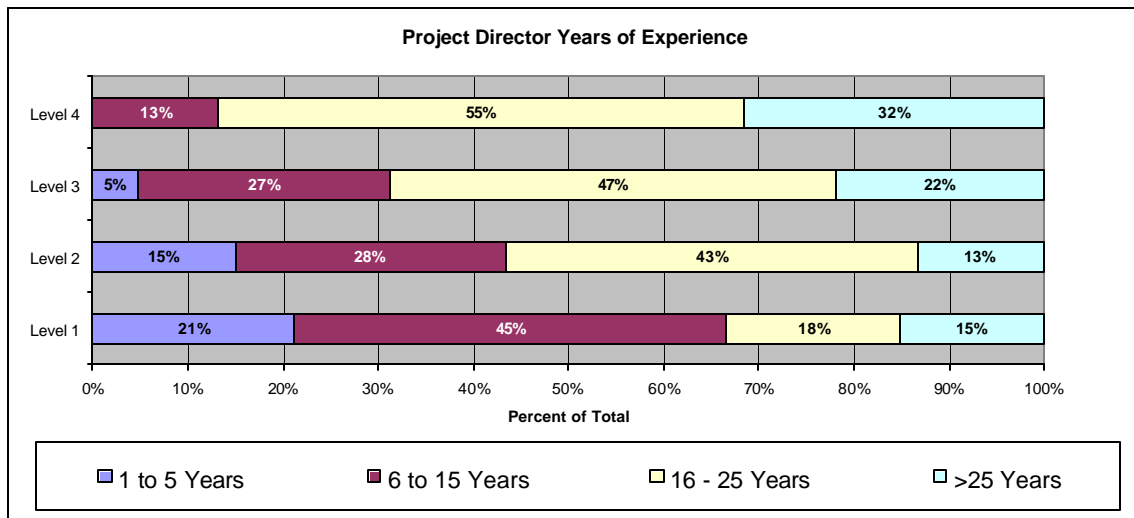
The federal project directors and candidates workforce is well experienced and educated. Data collected from 2002 through 2004 shows that approximately 100% of the federal project directors had at least an undergraduate degree, 84% had an engineering degree, 20% were certified Project Management Professionals (through Project Management Institute), and 13% held a Professional Engineering license. DOE project directors and candidates averaged 18 years experience. Greater than fifty percent of the project directors and candidates had previous private industry experience.

PMCDP participants reported that they had an average of 19 years experience in project management. Chart 1-2 depicts the maximum, minimum and average experience for all levels based on 2002-2004 data. As expected, Level 4 participants had the longest tenure (see Chart 1-3).

**Chart 1-2. Years of Experience for DOE Federal Project Directors and Candidates
2002 – 2004 Data**

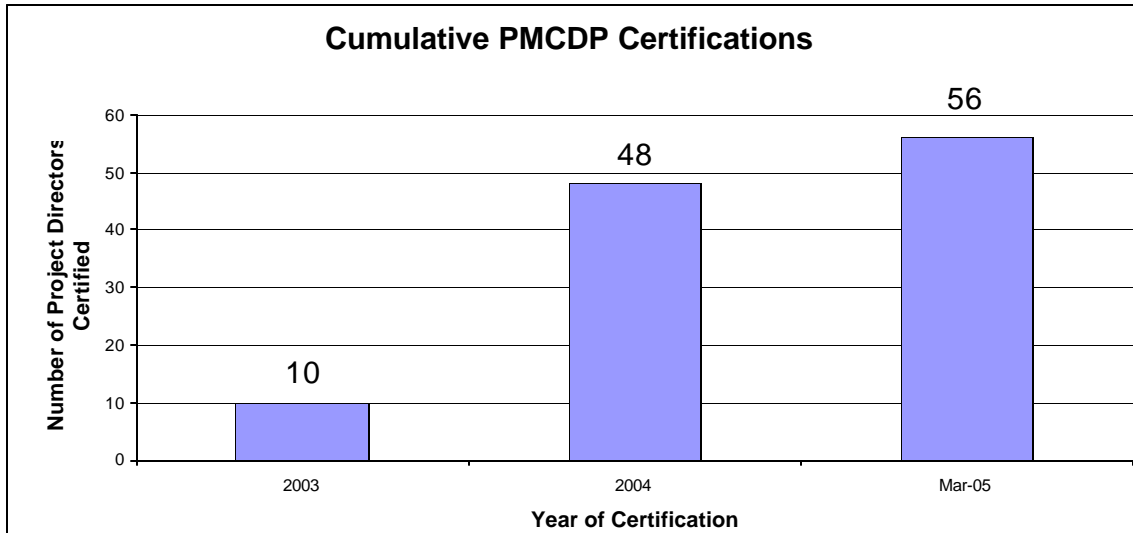


**Chart 1-3. Years of Experience for DOE Federal Project Directors and Candidates
2002 – 2004 Data**



Since implementation of the PMCDP in 2003, 56 federal project directors have been certified under PMCDP. Chart 1-4 shows cumulative certifications. By the end of 2003, 10 federal project directors were certified. By the end of 2004, 48 were certified. By March 2005, 56 federal project directors were certified (this data does not include information technology federal project director certifications).

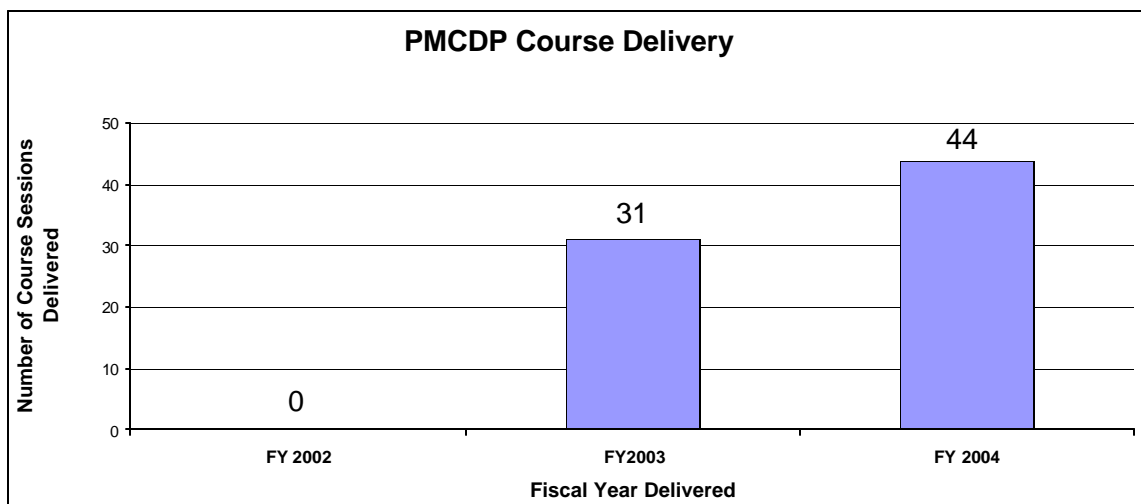
**Chart 1-4. Years of Experience for DOE Federal Project Directors and Candidates
2002 – 2004 Data**



COURSE DELIVERY

PMCDP delivered 75 course sessions between FY 2003 – FY 2004 across the DOE complex (see Chart 1-5 below). Delivery of course sessions in out years is expected to increase at a rate of at approximately ten percent per year for the next five years.

Chart 1-5. PMCDP Course Delivery



SPECIAL CUSTOMER TAILORED PRODUCTS AND SERVICES

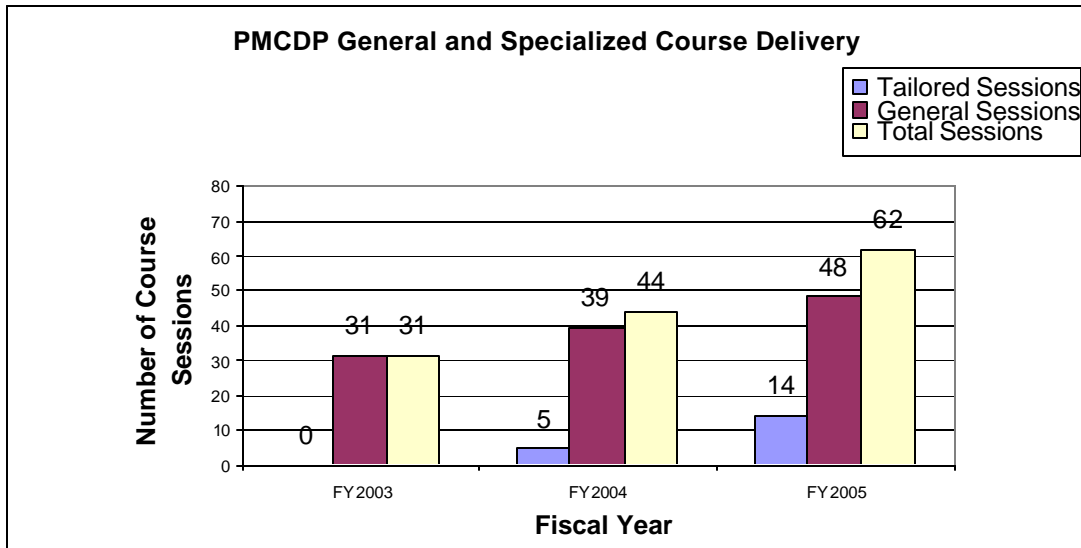
As identified earlier, the PMCDP Business Line customer base not only includes individual participants, but also includes offices. Accordingly, the PMCDP Business Line recognizes special needs of Program Secretarial Office and Staff Office customers. Their special needs range from special schedule sequences to focused coursework for groupings of their staff members. The PMCDP Business Line can accommodate such customer needs and offers tailored products and services.

For example in FY 2004 and FY 2005, the Business Line provided services for conducting special schedule sequences for several sites across the DOE complex based on project management development needs for participants located at specific sites offices. Although the curriculum is designed to meet individual participant needs based on a participant's project experience, many offices recognize the value in establishing a clear course pathway for which their staff may sequence through the available curriculum, one course after another. Consequently, the PMCDP Business Line can accommodate customized scheduling.

As another set of examples of customized products and services, in FY 2004 the PMCDP conducted focused sessions for coursework specifically tailored for participants from Environmental Management (EM), which required special tailoring of a specific course to meet its project management mission needs across the DOE and were conducted and made available to EM staff at site offices across the nation. Additionally, in FY 2005 the special needs of Office of Nuclear Energy, Science, and Technology (NE) required tailoring a special course sequence and scheduling for a full PMCDP performance Level, which consisted of six courses conducted with participants divided into two cadres attending concurrent sessions at the headquarters site.

In both of the examples customized products and services resulting in focused sessions for program offices, participation was primarily limited to staff of those offices. Consequently added benefits of these customized products and services resulted in centralized participation. In turn, this centralized participation lead to benefits of developmental opportunities for supporting and strengthening project teams within the program office, focused discussion and emphasis on improving project performance under the direction of the program office, and systemic development of project management knowledge and skill areas specific to the needs of the program office. Chart 1-6 identifies the delivery of specialized course delivery to program offices in comparison to general and total courses offered. Data for FY 2005 is a forecast based on needs identified thorough March 2005.

Chart 1-6. PMCDP Custom and General Course Delivery Comparison



SUBSCRIPTION OFFICES

In FY 2004, eleven PSOs contributed to the PMCDP business line. It is anticipated that the subscription levels to PMCDP business line will decrease beginning in FY 2005. This decrease is due to targeted upfront development in FY 2004 and FY 2005, efficient management of capital investments, and a decreasing pool of the number of persons required to attain certification through the PMCDP. Correspondingly, PMCDP anticipates an increase in the number of persons who will seek certification as “candidates” and an increase in the number of persons seeking to participate in the PMCDP in general (i.e., “other” participants). This increase in participation of its “candidate” and “other” customer base is anticipated from an increase in visibility of the PMCDP certification requirements, the implementation of the twenty-four month phase-in period for project management certification, and increase in project management skill requirements of staff to meet DOE mission needs. For FY 2006 and beyond, the PMCDP anticipates updates to its pricing policy to generate appropriate capital for improvements, enhancements, and business line vitality to meet the expected needs of customers. The following are the initial subscribers to the PMCDP:

- National Nuclear Security Administration
- Office of Civilian Radioactive Waste Management
- Office of Electric Transmission And Distribution
- Office of Energy Efficiency and Renewable Energy
- Office of Environmental Management
- Office of Fossil Energy
- Office of Management, Budget, and Evaluation
- Office of Nuclear Energy, Science and Technology

- Office of Science
- Office of the Chief Information Officer
- Southwestern Power Administration

DEFINING SUCCESS

The Department recognizes the criticality of successful projects. Consequently, successful management of projects and the development of project directors has become a focal point of improvement efforts and is a key goal of PMCDP and the PMCDP Business Line. To ensure that the PMCDP Business Line provides outstanding services to its customers, process controls have been implemented that emphasize management and interoffice involvement on key business/customer outcomes and processes. The design of PMCDP builds on research from benchmarking practice and standards in industry and in other federal agencies in project management related developmental areas, as well as, incorporating key findings from studies conducted by stakeholder groups and organizations as they impact agency related project management.

The PMCDP approach is to emphasize best in practice, along with cost improvements, in the career and knowledge development products and services that it makes available to customers. As part of our process of improvements, we encourage a culture of broad based collaboration and communication, process reengineering, and problem solving that can translate into technical enhancements, cost improvements, and business efficiency. Key strategies of the Business Line's plan are found in the following table. The Business Line expects to update these strategies annually.

Project Management Career Development Program
FISCAL YEAR 2004 – 2009 PLAN

Page 11

PROJECT MANAGEMENT CAREER DEVELOPMENT PLAN FY 2004 – FY 2009 PLAN						
ITEM	2004	2005	2006	2007	2008	2009
Certification and Review Board	Support CRB meetings for project director application consideration. Assist the CRB in certifying at least 43 federal project directors by 12/31/04.	Support monthly CRB meetings for project director application consideration. Assist the CRB in certifying at least 5 federal project directors, candidates, or others per month.	Support monthly CRB meetings for project director application consideration. Assist the CRB in certifying at least 4 federal project directors, candidates, or others per month.	Support quarterly CRB meetings for project director application consideration. Assist the CRB in certifying at least 4 federal project directors, candidates, or others per month.	Support semi-annual CRB meetings for project director application consideration. Assist the CRB in certifying at least 4 federal project directors, candidates, or others per month.	Support semi-annual CRB meetings for project director application consideration. Assist the CRB in certifying at least 4 federal project directors, candidates, or others per month.
	Support CRB planning meetings.	Support CRB planning meetings.	Support CRB planning meetings.	Support CRB planning meetings.	Support CRB planning meetings.	Support CRB planning meetings.
	Support CRB communications with Departmental stakeholders and customers.	Support CRB communications with Departmental stakeholders and customers.	Support CRB communications with Departmental stakeholders and customers.	Support CRB communications with Departmental stakeholders and customers.	Support CRB communications with Departmental stakeholders and customers.	Support CRB communications with Departmental stakeholders and customers.
		Coordinate CRB interviews, as needed	Coordinate CRB interviews, as needed	Coordinate CRB interviews, as needed	Coordinate CRB interviews, as needed	Coordinate CRB interviews, as needed
Documents and support materials	Final approval of Certification and Equivalency Guide (CEG) by CRB. Signed out by CRB. Post on web site.	Monitor comments and feedback for updating. Update as applicable.	Monitor comments and feedback for updating. Update as applicable.	Monitor comments and feedback for updating. Update as applicable.	Monitor comments and feedback for updating. Update as applicable.	Monitor comments and feedback for updating. Update as applicable.
	Prepare draft Implementation Guide (IG).	Final approval of IG by CRB. Signed out by CRB. Publish and distribute electronically. Post on web site.	Monitor comments and feedback for updating.	Monitor comments and feedback for updating.	Monitor comments and feedback for updating.	Monitor comments and feedback for updating.
	Develop and support web based products	Develop and support web based products	Develop and support web based products	Develop and support web based products	Develop and support web based products	Develop and support web based products
	Develop and support customer outreach materials	Develop and support customer outreach materials.	Develop and support customer outreach materials.	Develop and support customer outreach materials.	Develop and support customer outreach materials.	Develop and support customer outreach materials.

Project Management Career Development Program
FISCAL YEAR 2004 – 2009 PLAN

Page 12

PROJECT MANAGEMENT CAREER DEVELOPMENT PLAN FY 2004 – FY 2009 PLAN						
ITEM	2004	2005	2006	2007	2008	2009
Documents and support materials (cont'd)		Initiate electronic PMCDP quarterly newsletter.	Continue and improve electronic PMCDP quarterly newsletter.	Continue and improve electronic PMCDP quarterly newsletter.	Continue and improve electronic PMCDP quarterly newsletter.	Continue and improve electronic PMCDP quarterly newsletter.
		Present three PMCDP workshops across the complex on project management topics of high interest to the Department.	Present three PMCDP workshops across the complex on project management topics of high interest to the Department.	Present three PMCDP workshops across the complex on project management topics of high interest to the Department.	Present three PMCDP workshops across the complex on project management topics of high interest to the Department.	Present three PMCDP workshops across the complex on project management topics of high interest to the Department.
				Initiate annual workshops for certified federal project director community.	Continue annual workshops for certified federal project director community.	Continue annual workshops for certified federal project director community.
Optimization of Coursework	Conduct data call and schedule courses for FY 2005.	Conduct data call and schedule courses for FY 2006.	Conduct data call and schedule classes for FY 2007.	Conduct data call and schedule courses for FY 2008.	Conduct data call and schedule courses for FY 2009.	Conduct data call and schedule courses for FY 2010.
	Initiate metrics data collection.	Continue metrics collection and update.	Continue metrics collection and update.	Continue metrics collection and update.	Continue metrics collection and update.	Continue metrics collection and update.
Curriculum Development	Continue development of all PMCDP required courses.	Continue development of all PMCDP required courses.	Review existing courses and see if there are any others that need to be developed to improve the depth, breadth and quality of the project management curriculum.	Review existing courses and see if there are any others that need to be developed to improve the depth, breadth and quality of the project management curriculum.	Review existing courses and see if there are any others that need to be developed to improve the depth, breadth and quality of the project management curriculum.	Review existing courses and see if there are any others that need to be developed to improve the depth, breadth and quality of the project management curriculum.
		Planning for curricula to support CEUs.	Developing curricula to support CEUs.	Implementing curricula to support CEUs.	Updating curricula to support CEUs.	Updating curricula to support CEUs.

**Project Management Career Development Program
FISCAL YEAR 2004 – 2009 PLAN**

Page 13

PROJECT MANAGEMENT CAREER DEVELOPMENT PLAN FY 2004 – FY 2009 PLAN						
ITEM	2004	2005	2006	2007	2008	2009
CHRIS/ESS Reporting and Software modification	Execute design enhancements of PMCDP ESS system and implement PMCDP module.	Execute additional design enhancements of PMCDP ESS system.	Execute additional design enhancements of PMCDP ESS system.	Execute additional design enhancements of PMCDP ESS system.	Execute additional design enhancements of PMCDP ESS system.	Execute additional design enhancements of PMCDP ESS system.
		Conduct educational outreach to project management community on necessity and use of ESS.	Conduct educational outreach to project management community on necessity and use of ESS.	Conduct educational outreach to project management community on necessity and use of ESS.	Conduct educational outreach to project management community on necessity and use of ESS.	Conduct educational outreach to project management community on necessity and use of ESS.
Project Management Office Function (PMOF)	Draft proposed PMOF implementation plan for PMCDP.	Update draft plan. Submit to the CRB for review.	Finalize plan.	Initiate assistance to PSOs in formation of PMOF.	Execute enhancements and provide assistance.	Execute enhancements and provide assistance.
Road Show	Initiate planning and implement road show.	Update, revise, and adapt road show. Conduct presentations at workshops, meetings, and symposia.	Update, revise, and adapt road show. Conduct presentations at workshops, meetings, and symposia.	Update, revise, and adapt road show. Conduct presentations at workshops, meetings, and symposia.	Update, revise, and adapt road show. Conduct presentations at workshops, meetings, and symposia.	Update, revise, and adapt road show. Conduct presentations at workshops, meetings, and symposia.
Site Visits			Initiate proposed schedule of site visits. Conduct site visits.	Conduct site visits.	Conduct site visits.	Conduct site visits.
Lessons Learned (LL)	Initiate planning for PMCDP LL Program.	Initiate outline of PMCDP LL Program. Identify audience, modes of collection and presentation. Contact DOE and/or EM LL Program POC.	Draft PMCDP LL Program.	Update PMCDP LL Program.	Update PMCDP LL Program.	Update PMCDP LL Program.
	Initiate OECM review of initial site visit rollout comments.	Assemble finalized comments into a "Frequently Asked Questions" (FAQ) document for publication on PMCDP website.	Update FAQ as needed.	Update FAQ as needed.	Update FAQ as needed.	Update FAQ as needed.

ATTACHMENT

PMCDP Certification Requirements*

Level 1	Level 2
Training Core Courses: <ol style="list-style-type: none">1. Project Management Essentials or PMP Certification2. Project Management Systems and Practices in DOE3. Earned Value Management System (EVMS) and Project Reporting or PMP Certification4. Contracting Officer's Representative (COR)5. Acquisition Strategy and Planning6. Contract Types/Bid Evaluation/Award and PBI Contracting or PMP Certification Electives: None Work/Development <ol style="list-style-type: none">1. One of the following:<ul style="list-style-type: none">• One year of experience as a project engineer or Integrated Project Team (IPT) member• Professional Engineer (PE) or Registered Architect (RA) license or PMP Certification2. Three years experience in project management or PMP Certification.	All Level 1 federal project director requirements completed, plus the following: Training Core Courses: <ol style="list-style-type: none">1. Advanced Project Management Concepts2. Project Management Simulation3. Leadership/Supervision4. Project Risk Management or PMP Certification Electives (Select one) or PMP Certification: <ol style="list-style-type: none">1. Cost and Schedule Estimating2. Scope Management/Baseline Development/WBS Development3. Value Engineering4. Integrated Safety Management5. Federal Budget Process Work/Development <ol style="list-style-type: none">1. One year of project management experience on a post Critical Decision (CD)-3 phase project, serving as a project engineer with an Architect/Engineering firm or DOE M&O/M&I contractor, or a PE or RA license. This requirement will not apply to federal project directors who are incumbent federal project directors on DOE projects as of the effective date of DOE Order 361.1 (June 13, 2003) and are certified at Level 2 within 24 months of having all certification elements of the PMCDP in place (May 31, 2006). In addition, the Office of Engineering and Construction Management may waive this requirement, in consultation with the appropriate program directors and field managers, for federal project directors with more than 10 years of Federal experience in project management roles.2. Two year's experience as a Level 1 federal project director or equivalent.3. One year experience as a supervisor or as team leader.

* DOE project directors must be certified according to the guidance contained in O361.1A, Chapter IV, the separately issued CEG, and have their certifications approved by the DOE CRB or the NNSA Administrator, as appropriate.

DRAFT
Project Management Career Development Program
FISCAL YEAR 2004 – 2009 PLAN

Page 16

PMCDP Certification Requirements (continued) *

Level 3	Level 4
All Level 1 and Level 2 federal project director requirements completed, plus the following:	All Level 1, 2, and 3 federal project director requirements completed, plus the following:
Training	Training
Core Course:	Core Course:
1. Program Management & Project Portfolio Analysis	1. Level 4 Project Management Course (Executive Communications)
Electives (Select two, one from each group):	Electives (Select one):
Group A:	1. Advanced Leadership
1. Operational Readiness Reviews	2. Advanced Risk Management
2. Pre-Project Planning/Project Alignment	3. Strategic Planning
3. Systems Engineering	
4. NEPA and Environmental Regulations	Work/Development
Group B:	1. Two year's experience as a Level 3 federal project director or equivalent.
5. Labor Management Relations	2. Perform program management duties at DOE headquarters for one year (minimum). This requirement will not apply to federal project directors on DOE projects as of the effective date of DOE Order 361.1 (June 13, 2003) and are certified at Level 4 within 24 months of having all certification elements of the PMCDP in place (May 31, 2006). In addition, this requirement may be waived by OECM, in consultation with the appropriate program and field managers, for federal project directors with more than 10 years of Federal experience in project management roles.
6. Performance Based Contracting	
7. Negotiation Strategies and Techniques	Interview
8. Facilitation Techniques/Conflict Resolution	Candidates for Level 4 certification who have successfully completed the panel interview for level 3 certification and federal project directors who were incumbents at Level 4 before the date of issuance of DOE Order 361.1 (June 13, 2003) do not require a panel interview to attain Level 4 certification. New DOE hires for positions requiring Level 4 certification must successfully complete CRB panel interviews. The procedures for these interviews are to be issued by the CRB.
Work/Development	
1. Two year's experience as a Level 2 federal project director or equivalent.	
2. Being mentored by a Level 4 federal project director for six months.	
3. Serve one year as a COR or currently is an incumbent federal project director eligible for Level 3 or 4 certification (incumbent federal project directors on DOE projects as of the effective date of DOE Order 361.1 and eligible for Level 3 or higher certification are determined to receive fulfillment for COR).	
Interview	
Level 3 candidates must successfully complete DOE CRB panel interviews. However, this requirement will not apply to federal project directors who were incumbents at Level 3 before the date of issuance of DOE Order 361.1 (June 13, 2003). New DOE hires for positions requiring Level 3 certification must successfully complete CRB panel interviews. The procedures for these interviews are to be issued by the CRB.	

* DOE project directors must be certified according to the guidance contained in O361.1A, Chapter IV, the separately issued CEG, and have their certifications approved by the DOE CRB or the NNSA Administrator, as appropriate.